

Rethinking the Impact of Inter-human Relations in an Organization in the Context of the Global Economic Crisis – a Current Perspective

“The energy between two persons is what makes great marriages, families, teams and organizations possible.”
(Tom Rath)

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Abstract: The challenge launched by this paper is to get to know the true implications of the inter-human relations and that is why we consider that the strategies of certain companies have omitted a set of key elements in respect with the psychological and social aspects of the individuals. The attempt of shifting individuals away from their real psychological and social needs and the idea of creating a working environment that lacks everything that is human has only led to the depersonalization of nowadays society and created a cold, hostile and dangerous environment around us.

Keywords: inter-human relations, knowledge, global economic crisis, new challenges.

Science is the one that needs to rethink the way in which human relations are perceived on a global level. For this purpose, from the analysis of an outstanding paper covering the development of human relations according to the growth of friendship, written by Tom Rath (2008) and entitled **Essential friends. The Ones you can't live**

without, Editura Alfa, Bucuresti, (Gallup Organization), there can be noticed that **“Potential is hidden in every one of the relations that exist in the life of an individual.”**¹ Another

¹ **Rath, Tom** (2008), *Essential friends. Those you can't live without* (Romanian: *Prieteni esentiali. Cei fara de care nu te poti descurca*), Editura Alfa, Bucuresti (Organizatia Gallup), pg. 15

important paper in the field of inter-human relations is the one written by Dr. Dean Ornish (2008), **Love and survival. Good relations give you health and a good state**, Editura Curtea Veche, Bucuresti.

Inter-human and the way how such are perceived by the economic science are essential elements in the social development. And here is why: “ (...) **Friendships are among the fundamental needs of the human being. The reality is that we are biologically predestined to enter such relations, and our social environment enhances this predisposition each day. Without friends it is extremely difficult for one to get along with things, let alone to prosper.**”²

But for friendship, one could not speak of the true values of life, of family or work. Inter-human relations are essential for this purpose: “**Friendships render significant values to marriage, family, labor and life. Upon a certain level, everything that we notice and feel is the product of a personal relation. Look around and try to see if you can identify something created in isolation in the true meaning of the term. Once you think about this for a few moments, you might realize how dependant we are of the connections with other persons. Remove relations from this equation and everything else will disappear.**”³

Like social sciences, the economic science needs to rethink the way how friendship relations are perceived nowadays by individuals and education programs should be introduced according to the new life demands. Education should be started by each individual, and the idea that must be accepted here is that the economic science will have to consider as well as other social sciences the particularities of every single individual. For

² *ibidem*, pag. 25

³ *ibidem*, pag. 26

this purpose, the following main ideas can be introduced: “ **Self education is the basis for learning systems at this is obviously about an activity that is worth supporting. However, shouldn't the next element in the equation be introduced? Have we ever taken a class on friendship? Why couldn't the second grade pupil benefit from such study? How about high school student, or the student in the first year of university studies, or our supervisor, or ourselves? Considering that we have spent significant periods in order to improve ourselves, isn't it possible for a great portion of the magic potion – our capacity for personal and professional improvement – to come from the improvement of our friendships?** (...)”

Maybe the accent placed on the individual is too narrow – and the accent on the whole group is too large. Authentic energy comes from each connection between two persons, which can exponentially generate other positive accumulation.”⁴

Dr. Dean Ornish (2008), in his paper **Dragoste si supravietuire. Relatiile bune va confera sanatate si o stare de bine**⁵, referred to the importance of growing relations, for the purpose of having a balanced life, in a world that is permanently changing, in which old values have gradually lost their importance, have started fading, and individuals' demands and expectations have increased. The new economy, with its new challenges, has represented a cornerstone for individuals everywhere, as mentioned by Dean Ornish in his paper.

Worldwide is facing today, as part of the global new economy and the coverage of the economic crisis, with the **need for human**

⁴ *ibidem*, pg. 27 - 28

⁵ **Ornish, Dean** (2008), *Dragoste si supravietuire. Relatiile bune va confera sanatate si o stare de bine* Editura Curtea Veche, Bucuresti

re-spiritualization⁶ and the increase of the inter-human relations role, as mentioned in the quote below: “ We are facing nowadays the imperious evidence of the fact that if our civilization is meant to survive, we will need to **cultivate the science of human relations**”. It is for that purpose that the following key aspects need to be considered:

- a) Human relations represent the way to self-achievement and to happiness. An individual’s psychic well-being is essential in the current conditions of global insecurity: “ (...) perhaps the most important thing is the fact that some **strong social relations represent the main indicator of happiness**, generally speaking, and these discoveries occur as substantial in all countries and cultures.”⁷ The main idea is that of strong human relations to be created based on sound values.
- b) Human relations represent the way to achieving physical wellbeing, and not only on a mental level, with an essential role in maintaining the health of individuals: “**Friendship has a sound effect on our physical wellbeing**. (...) Having positive relations improves health and eliminates depressions. One does not

⁶ See **Popescu, Cristina Raluca** (2006), *Competitiveness in international relations. Case study on Romania’s integration in the European Union* (Romanian: *Competitivitatea in relatiile internationale. Studiu de caz pe exemplul integrarii Romaniei in Uniunea Europeana*), Editura Gestiunea and **Popescu, Cristina Raluca** (2008), *Competitiveness for the health of the whole living* (Romanian: *Competitivitatea pentru sanatatea intregului viu*), Editura Gestiunea, Bucuresti

⁷ **Rath, Tom** (2008), *Prietenii esentiali. Cei fara de care nu te poti descurca*, Editura Allfa, Bucuresti (*Organizatia Gallup*), pg. 30

necessarily need medication and medical treatment in order to achieve such – what one needs for this are friends. ”⁸ Specialists have proven that happy human relations represent the best “medication” for an individual’s physical and psychical state.

- c) Human relations represent the way to developing friendship relations between individuals. The lack of friendship is a destructive element for the psychical state of an individual, also supported by Friedrich Nietzsche, who said in one of his studies that “ It is not the lack of love, but the **lack of friendship**, that causes unhappy marriages”⁹
- d) Happiness is what should ground all human relations, it actually needs to be the drive for this sort of relations: “ *The basis of negative moments is an error. The best measure for a healthy relation is the happiness of each individual throughout daily interaction*”¹⁰
- e) An individual’s relation with his/her family is an extremely sensitive one. This sort of relation can be significantly affected by the relation between the individual and his/her job. In the new economy, due to dramatic changes on a general level and to the development of an increased insecurity feeling, a particular attention should be paid to any kind

⁸ **Rath, Tom** (2008), *Essential friends. Those you can’t live without* (Romanian: **Prietenii esentiali. Cei fara de care nu te poti descurca**), Editura Allfa, Bucuresti (*Organizatia Gallup*), pg. 31 and pg. 36

⁹ *ibidem*, pg. 37

¹⁰ *ibidem*, pg. 40

of inter-human relation, because the impact is an extremely important one: "A recent study revealed the fact that the employees definitely take their job indispositions at home. (...) **The borders between job and family are extremely permeable, and this is yet another proof that people tend to bring job related tensions at home (...). (...)** employers contribute by the way how they treat their employees to their positive state of mind both on the job and in their family lives. Everyone is talking about the **need of a job/personal life balance** – but perhaps it is not that easy to separate the two. Personal life does not stop when one gets to work, and one cannot stop thinking about what has happened at work as soon as one gets home"¹¹

- 6) Peter Drucker said that managers in the new economy would be much more prepared and would take decisions a lot better if they knew the leverage behind inter-human relations: "Business schools teach managers that relations are important with both those on higher hierarchical levels and those on lower hierarchical levels, however the **most important relations nowadays are those which have nothing to do with organizational hierarchy. If I was to name only one thing that most managers I know have much to learn about, that is the way in which they handle the relations which do not involve authority or hierarchical order**"¹² As there can be noticed in this quote, managers generally focus on the art of learning and analyzing things from a scientific

standpoint, instead of trying to view things in view of communication and human relations.

- 7) Friendship is a key factor of human relations, it is an extremely powerful factor: "Here is one of those secrets we have learned from great managers (or great teachers, in the same time): they get to know each person as an individual, adjusting their management formulae depending on each employee's preferences. **Instead, the key is to know the areas in which each friendship has the highest starting potential (...)** people have significantly superior friendships when they know or can describe the specific contribution of each friendship in a relation."¹³
- 8) The human relations specialist Leil Lowndes mentioned in his recent paper that the simplest way to relate even with the most difficult individuals, whether we are speaking of a simple socialization act or the business environment is to treat people as large children. His specific suggestions are "Treat people as if they were large children"¹⁴.
- 9) In agreement with the opinion of Leil Lowndes, Nicholas Boothman considers that relating with people is an art which is easy to learn. "It is not difficult to discover the "secret" of success. The better we learn the art of

¹³ *ibidem*, pg. 68

¹⁴ **Lowndes, Leil** (2008), *How to communicate with everyone. 92 behavior rules for guaranteed success* (Romanian: *Cum sa comunicu cu oricine. 92 de reguli de comportament pentru un succes garantat*), Editura AMSTA Publishing, Bucuresti, Chapter V: *How to win hearts by reacting to the child inside* (Romanian: *„Cum sa castigi inimile reactionand la „copilul dinla - untrul lor“*), pg. 39

¹¹ *ibidem*, pg. 49

¹² *ibidem*, pg. 67

creating personal relations, the *better the quality of our life will be*¹⁵. For this reason, the author is the adept of this theory: *“People like individuals who resemble themselves”*¹⁶.

- 10) Intimacy is one of the key elements in any relation, may it be a simple friendship, or a love affair, or even a strictly professional relationship. The way in which individuals have the capacity of interacting with one another is an extremely important element in the functioning of any organization or family or community. Dr. Dean Ornish in his paper **Dragoste si supravietuire. Relatiile bune va confera sanatate si o stare de bine**¹⁷, refers to this particular aspect in the second chapter of the paper, suggestively entitled “Scientific basis for the healing power of intimacy”, where he refers to the specifically human features regarding the individuals’ relations and the way how in order for such to establish intimate relations, a relation can be created (on solid bases) or destroyed.

¹⁵ Boothman, Nicholas (2007), *How to build personal relations in 90 seconds or less* (Romanian: *Cum sa construiesti relatii personale in 90 de secunde...sau mai putin*), Editura Almatea, Bucuresti, pg. 11 (preface)

¹⁶ Boothman, Nicholas (2007), *How to build personal relations in 90 seconds or less* (Romanian: *Cum sa construiesti relatii personale in 90 de secunde...sau mai putin*), Editura Almatea, Bucuresti, pg. 11 (preface) Chapter VI: „Oamenilor le plac indivizii care seamana cu ei”, pg. 63

¹⁷ Ornish, Dean (2008), *Love and survival. Good relations make you healthy and they make you feel good* (Romanian: *Dragoste si supravietuire. Relatiile bune va confera sanatate si o stare de bine*), Editura Curtea Veche, Bucuresti

Considering that we are the adepts of the conception according to which the mentality on inter-human relations needs to be changed or at least improved, we have analyzed a series of specialized papers. For this purpose, we have focused on a study based on inter-human relations and have attempted to see how this study appeared and how was it thought by specialists: *“By asking the interviewed to describe to us how has each friend contributed to the growth of their life quality or professional performance, we have not discovered a unique pattern or an “ideal friend”. Although some persons wanted their friends to cover all essential aspects, we have not found such a case. Instead, we have heard many speaking of how their friends are very good in some respects. This represented a major revelation for our team – it seems that a set of essential roles exists which our friends have in our life.*

*In order to quantify and describe the unique roles of friends, we have decided to establish an evaluator. In order to do so, we started exploring the fundamental needs of such friends in our lives.”*¹⁸ From analyzing the method of results measurement the need has occurred of setting down an evaluator, and at that moment the fundamental needs were sought which can be met by friends in the human existence. Specialists made a set of tests as it follows:

“Hundreds of ideas and questions were analyzed, to identify a set of 66 items and 8 essential roles that differentiate positive and productive friendships of other sort of interactions.”

¹⁸ Rath, Tom (2008), *Essential friends. Those you can't live without* (Romanian: *Prieteni esentiali. Cei fara de care nu te poti descurca*), Editura Allfa, Bucuresti (Organizatia Gallup), pg. 81

THE EIGHT ESSENTIAL ROLES:

- BUILDER
- CHAMPION
- COLLABORATOR
- COMPANION
- CONNECTOR
- ENERGIZER
- MINDOPENER
- NAVIGATOR

The result of the study was the discovery of a great deal of essential roles played by a friend in human relations, which has led to the idea that without friendship relations, an individual's life cannot be imagined and in the same time that inter-human relations should be re-analyzed and re-thought along with the social evolution.

Bibliographical references include recognized papers in the field of inter-human relations, including Rath, Tom (2008), *Essential friends. Those you can't live without* (Romanian: *Prieteni esentiali. Cei fara de care nu te poti descurca*), Editura Allfa, Bucuresti (*Organizatia Gallup*) and Ornish, Dean (2008), *Love and survival. Good relations make you healthy and they make you feel good* (Romanian: *Dragoste si supravietuire. Relatiile bune va confera sanatate si o stare de bine*), Editura Curtea Veche, Bucuresti. Also, we have focused on the study of two recent papers: Lowndes, Leil (2008), *How to communicate with everyone. 92 behavior rules for guaranteed success* (Romanian: *Cum sa comunicati cu oricine. 92 de reguli de comportament pentru un succes garantat*), Editura AMSTA Publishing, Bucuresti and Boothman, Nicholas (2007), *How to build personal relations in 90 seconds or less* (Romanian: *Cum sa construiesti relatii personale in 90 de secunde...sau mai putin*), Editura Almatea, Bucuresti.

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